



**CITY OF OAKLAND
PUBLIC SAFETY AND SERVICES
OVERSIGHT COMMISSION**

**MEETING AGENDA
MONDAY, MAY 24, 2021
6:30 PM
Via Teleconference**

Oversight Commission Members:

Sydney Thomas (D-1), **Vice Chairperson:** Dayna Rose (D-2), Paula Hawthorn (D-3),
Vacant (D-4), Nikki Uyen T. Dinh (D-5), **Chairperson:** Carlotta Brown (D-6),
Billy G. Dixon (D-7), Michael Wallace (Mayoral), Beth H. Hodess (At-Large)

Pursuant to the Governor's Executive Order N-29-20, members of the Police Commission Selection Panel, as well as City staff, will participate via phone/video conference, and no physical teleconference locations are required.

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- Comment in advance. To send your comment directly to the Commissioner’s and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Tonya Gilmore @ tgilmore@oakland.ca.gov. Please note that eComment submissions close one (1) hour before posted meeting time. All submitted public comment will be provided to the Commissioners prior to the meeting.

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• By Video Conference. To comment by Zoom video conference, click the “Raise Your Hand” button to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to participate in public comment. After the allotted time, you will then be re-muted. Instructions on how to “Raise Your Hand” are available at: <https://support.zoom.us/hc/en-us/articles/205566129>, which is a webpage entitled “Raise Hand In Webinar.”

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please e-mail Tonya Gilmore, at tgilmore@oaklandca.gov.

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*Each person wishing to speak on items must raise their hands via ZOOM
Persons addressing the Safety and Services Oversight Commission shall state their names and
the organization they are representing, if any.*

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30 PM	AD	
2. Roll Call	5 Minutes	AD	
3. Open Forum	15 Minutes	I	
4. Approval of DRAFT Meeting Minutes A. April 26, 2021	15 Minutes	A	Attachments 4 A
5. Department of Violence Prevention A. DVP Spending Plan for FY 22-24	40 Minutes	A	Attachment 5 A
6. Reimagining Public Safety Taskforce Update Commissioner Nikki Dinh SSOC Representative	20 Minutes	I	
7. Efficacy of Measure Z to Date Update on the SSOC Report to Council Commissioner Sydney Thomas	20 Minutes	I	
8. Schedule Planning and Pending Agenda Items	10 Minutes	I	
9. Adjournment	1 Minute	A	

**A = Action Item I = Informational Item AD = Administrative Item
A* = Action, if Needed**

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SAFETY AND SERVICES OVERSIGHT COMMISSION
SSOC created by the Public Safety and Services Violence Prevention Act of 2014

DRAFT MEETING MINUTES

MONDAY, APRIL 26, 2021 - 6:30 PM
VIRTUAL ZOOM MEETING

ITEM 1. CALL TO ORDER

Meeting was called to order by chairwoman Carlotta Brown at 6:30pm.

ITEM 2. ROLL CALL

Present: Chairperson Carlotta Brown
Commissioner Sydney Thomas
Vice Chairperson Dayna Rose
Commissioner Paula Hawthorne
Commissioner Billy Dixon
Commissioner Michael Wallace

Excused: Commissioner Nikki Dinh
Commissioner Beth Hodess

ITEM 3. OPEN FORUM – 0 SPEAKERS

ITEM 4. APPROVAL OF DRAFT MEETING MINUTES

- A. January 25, 2021
- B. February 22, 2021
- C. March 22, 2021

Commissioner Hawthorn motions to approve draft of meeting minutes for January 25, 2021, February 22, 2021 and March 22, 2021, 2nd by Vice Chair Rose. All approved.

ITEM 5. DEPARTMENT OF VIOLENCE PREVENTION

- A. Grant Renewals 2021-2022 – Recommendations to Council based on a 9-month extension to allow for the inclusion of Community Engagement. The DVP is requesting all contracts be extended for 12 months which is a full year for providers. Total amount of the recommendation is \$8.56 million spread across 4 strategic investment areas - Gun Violence**

DRAFT MEETING MINUTES
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Response \$3,600,000, Youth Diversion and Reentry \$1,885,000, Gender-based Violence Response \$1,350,000, Community Healing \$1,725,000, for a grand total of \$8,560,000.

Vice Chair Rose requested information on the percentage of the DVP dollars are not higher for Gender Based Violence. DVP Manager, Peter Kim responded that this is an extension of a 2-year spending plan and is higher than in past years, and will be addressed in the new spending plan,

Commissioner Thomas asked when a new spending plan will be presented to Council. DVP Manager, Peter Kim responded that it reflects the Community Engagement sessions that have taken place and will be presented to the Council in May. A refined Strategic Plan – Spending will be presented to the Council in June if approved, an RFP/RFQ process will begin with a goal to have new contacts in place by June 2022.

DVP Chief Cespedes responded that the current plan is based on lack of funds, the extensions will allow for alignment with all City Programs.

Public Speaker – 1 Speaker - 2 Minutes

Assata Olugbala – for extension of services, the report card should Reflect violence prevention as it relates to services that are under contract currently. Evaluations are limited. Goals and objectives should be met. DVP Manager, P. Kim referenced Attachment 5B as the explanation of the report cards.

Commissioner Dixon asked how many people refused services, DVP Manager P. Kim stated that refusal of services is not normally collected, will look into it, and that the reports from Mathematica may show the information.

Commissioner Thomas requested a historic report that shows all information to date. DVP Manager, P. Kim noted that it may be possible. DVP Chief Cespedes stated that tracking who does not receive services is valuable – the DVP can collect more information but it does not reflect effort for just 1 contact. Commissioner Dixon noted that the information does not accurately affect the work being done.

Motion made by Commissioner Hawthorn, 2nd by Commissioner Thomas – all approved.

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B. Community Engagement / Spending Plan – Deputy DVP Chief, Dr. Crain presented the Community Engagement Process that included 3 main townhalls, 11 focus groups, 41 stakeholder interviews and 450 people. DVP Chief provided the themes that were most prevalent during the process:

1. Victims People & Place of Violence should be prioritized
2. Positive Youth Development and activities
3. Economic Security / Jobs
4. Community Healing – non-traditional methods
5. Cross Departmental Coordination
6. Adequate funding for prevention and for those currently involved in violence

Chief Cespedes opened the discussion with the SSOC on 3 topics for feedback with a focus on the mandates of the DVP -

Reduce Gun Violence
Reduce Intimate Partner Violence
Reduce Commercial and Sexual Exploitation of Children
Support reduction of Unsolved Cold cases
Reduce Community Trauma

Do the themes resonate with the SSOC?

Commissioner Hawthorn thanked the DVP for their work with Community Engagement. And that yes the themes align with the DVP objectives.

Public Speaker – 1 Speaker – 2 minutes

Assata Olugbala – How does it relate to African Americans? Should youth be targeted at a lower age?

Chief Cespedes responded that high levels of crime in black communities will be a priority. There is a public health crisis in the black community in the black community.

DVP Manager, P. Kim noted that this is an interim report and that the final report will have a racial breakdown. Chief Cespedes stated the OPD and the DVP are working to address the issue of youth violence with criminalizing all black youth. Deputy Chief Crain responded that Prevention costs, and that intervention is prevention and that additional resources are needed.

Commissioner Thomas asked that as coordination is put into place, how will different departments prioritize their funding. Chief Cespedes

DRAFT MEETING MINUTES
MONDAY, APRIL 26, 2021 - 6:30 PM

responded that each department was required to provide a service inventory – Primary, Secondary, Tertiary - critically important.

- ITEM 6. Urban Peace Movement** – Deputy Director, Sikander Iqbal provided an overview of the work being done by the Urban Peace Movement as an alternative to the Ceasefire program.

Vice Chair Dayna Rose requested that the Ceasefire Report prepared by Anthony Braga on Ceasefire be provided to the Commissioners.

- ITEM 7. Communities United for Restorative Youth Justice** – N/A

- ITEM 8. Anti-Police Terror Project - James Burch** - N/A

- ITEM 9. Reimagining Public Safety Taskforce Update**
Commissioner Nikki Dinh, SSOC Representative was excused from the meeting

- ITEM 10. Efficacy of Measure Z to Date Update on the SSOC Report to Council**
Commissioner Sydney Thomas –
New website, Open Oakland to house documents related to Measure Z
Receive information earlier for a more thorough review
Evaluation Contracts - SSOC input on the evaluation reports for grantees

- ITEM 11. Schedule Planning and Pending Agenda Items**
DVP Proposed Spending Plans
OPD-OFD-DVP Fiscal Reports
Changes to the OPD Community Policing Plan – update/changes
OPD - CRO Text issue

- ITEM 12. Adjournment**

Motion to adjourn meeting was set forth by Chairperson Brown and Commissioner Dixon Wallace seconds; all present approve motion.

150 FRANK H. OGAWA PLAZA, SUITE 4212 • OAKLAND, CALIFORNIA 94612
 Department of Violence Prevention (510) 238-2916

MEMORANDUM

TO: Public Safety and Services Oversight Commission
FROM: Guillermo Cespedes, Chief, Department of Violence Prevention
 Sarai Crain, Deputy Chief
 Peter Kim, Manager
DATE: May 17, 2021
SUBJECT: Spending Plan for FY 22-24

PURPOSE

In addition to the attached spending plan for review by the Commission, this memo provides a timeline for the spending plan and resulting funding solicitation for community-based service providers. The Department of Violence Prevention (DVP) requests input and action from the Commission to review the recommended spending plan for the Safety and Services Act investments and make a recommendation to Council to adopt the plan. The spending plan will be presented to Public Safety Committee for review on June 8, 2021 and likely forwarded to full City Council for review on June 15, 2021.

SPENDING PLAN TIMELINE OF KEY DECISIONS

Meeting Date	Item	Action Requested
May 24, 2021	<ul style="list-style-type: none"> Proposed Spending Plan Presented to SSOC 	Will request SSOC to review final spending plan
June 8, 2021	<ul style="list-style-type: none"> Proposed Spending Plan Presented to City Council Committee 	Will request Public Safety Committee to review and recommend approval of final spending plan
June 15, 2021	<ul style="list-style-type: none"> Spending Plan at Full City Council 	Will request approval of final spending plan

SPENDING PLAN HIGHLIGHTS

The attached spending plan provides recommendations on the strategic investment of funds from the Oakland Public Safety and Services Violence Prevention Act of 2014 (Safety and Services Act) for violence intervention and prevention programs. The DVP worked with community members and public partners to develop the framework and allocations in the plan. This report provides an overview of the DVP’s vision and plans for violence intervention and prevention in Oakland based upon spending plan investments aimed at reductions in five areas.

- Gun violence
- Intimate partner violence
- Commercial and sexual exploitation
- Unsolved homicides (cold cases) particularly support for families

- Community trauma associated with violence

Highlights in the spending plan include the following:

- Initial funding recommendations to invest Safety and Services Act funds along with 2 additional tiers of suggested programming possible if new funding is allocated to the DVP based upon the Reimagining Public Safety Task Force's recommendations.
- Amplification of services aimed at reducing intimate partner violence and commercial sexual exploitation through a 94 percent increase in funding.
- Services that prioritize those residing in geographic areas of Oakland in which underlying conditions generated the highest rates of documented gun and gender-based violence and COVID-19 infection.
- Ambassadors as credible messengers whose primary focus is to nurture and maintain relationships with community members, serve as neighborhood peacekeepers, and plan evening and weekend events, as part of a violence prevention and intervention strategy that focuses on positive community engagement through sports, music, and other cultural activities for individuals and family members of all ages.
- Strengthen cultural and linguistic capacities to serve immigrant communities from Latin American and Asian Pacific Islander.

Council approval of this plan will allow staff to issue a competitive Request for Qualifications (RFQ) that may provide for services to the end of the Safety and Services Act funding period (December 2024). Staff intends to issue the RFQ with an initial two-year funding cycle, starting July 2022 through June 2024 (Fiscal Years 2022-23 and 2023-24) with possibility of extension based on the outcome of upcoming measure to extend funding for violence prevention services.

Approximately \$8.8 million will be awarded to community-based providers through this RFQ process - an estimated \$7.5 million is Safety and Service Act and \$1,300,000 in General Purpose Funds anticipated per the Mayor's Budget FY 21-23 proposal. Prior to entry into new grant agreements, staff will return to Council in Spring 2022 with specific grant recommendations with allocations informed by updated projections from the City's mid-cycle budget process.

To achieve its mandated goals of reducing violence in Oakland, DVP will fund, coordinate and support a network of violence prevention and intervention programs that prioritize the people and places most impacted by violence. The DVP network of service providers will promote and nurture the strengths of families as the critical element of neighborhood safety and healing.

To provide intervention and community-level services in Oakland, the DVP seeks to invest initial Safety and Services Act resources through contracts with community-based organization partners. For the initial Safety and Services Act investment and any additional funds, DVP recommends proportionate investment as indicated below.

50%: Gun/Group/Gang Violence Response
 25%: Gender-based Violence Response
 25%: Community Healing and Restoration

Current recommendations for funding a DVP network to interrupt violence and protect and strengthen communities will respond to incidents of violence in real-time, engage youth and young adults most active in violent activities through coaching and access to economic supports including employment programs, provide trauma-informed support services to survivors of violence and their families or loved ones, and activate natural, grassroots leadership to heal communities exposed to high rates of violence by hosting events and activities that promote family engagement, nurture and celebrate community resilience, transform norms around violence and restore hope in healing.

Staff and leadership of the DVP network's funded providers reflect the racial, cultural and gender diversity of Oakland and possess the credibility and awareness that only lived experience can provide to earn the trust and

respect of the people they serve. Available around the clock and throughout the week, especially when violence occurs, the DVP network also work closely with DVP staff when responding to shootings, homicides and gender-based violence, providing an alternative to law enforcement when arriving at crime scenes, hospital bedsides or homes.

The table below provides an overview of the interventions and activities the DVP will seek to fund with the initial Safety and Services Act investment and the proposed interventions within each response area made possible if additional investments of local, state, federal or philanthropic funding are made. Detailed descriptions of the proposed interventions and services delivered by the DVP-funded network of providers is included in **Attachment A**. All allocations in the chart are estimates and will be finalized based on actual revenue funds available.

DVP Priorities and Recommended Allocations

	Gun/Group/Gang Violence Response 50% Investment	Gender-based Violence Response 25% Investment	Community Healing & Restoration 25% Investment
Tier 1	\$4.4 million	\$2.2 million	\$2.2 million
Current Safety and Services Act Funding (~ \$7.5M) Proposed in Mayor's FY 21-23 Budget (~ \$1,300,000) Total ~\$8.8 M	Violent Incident Crisis Response -Hospital-based Intervention - Violence Interruption - Temporary Relocation - Homicide Response for Family Youth and Adult Life Coaching Youth Reentry Coordination Youth and Adult Employment Support and Placement Triangle Incident Response at crime-scene	-24-hour IPV Survivor Hotline -Legal Advocacy for IPV -Bedside Advocacy for IPV - Increased Cultural and linguistic capacity for IPV - Drop-in Center and Life Coaching for CSE -Emergency Shelter/Safe Space for both CSE and IPV - Therapeutic Support for both CSE and IPV	-Community Ambassadors -Community Healing Spaces and Activities - Mental health and grief/trauma supports -Family strengthening -Parks Events/Block Parties -Provider Network Capacity Building/Trainings
	\$5 million	\$2.5 million	\$2.5 million
Tier 2 Additional \$10 million (funds still needed)	More resources to scale-up: - Violent Incident Crisis Response Services - Youth and Adult Life Coaching -Youth and Adult Employment Support and Placement -Triangle Incident Response Plus: -Youth Diversion and other youth programs -Neighborhood teams -Community Education Campaign - School-based Restorative/Wellness Centers	More resources to scale-up: -24-hour IPV Survivor Hotline -Legal Advocacy for IPV -Life Coaching for CSE -Bedside Advocacy for IPV -Emergency Shelter/Safe Space - Cultural and linguistic capacity for IPV Plus: - GBV-centered Employment Support and Placement -GBV Support Groups - GBV-centered Leadership Development -Community Education Campaign	More resources to scale-up: -Community Ambassadors -Community Healing Spaces and Activities - Mental health and grief/trauma supports -Family strengthening -Parks Events/Block Parties Plus: -Mothers in Action - Grassroots mini-grants -Community Dialogue/Town Halls -Community Resident Capacity Building/Trainings

	Gun/Group/Gang Violence Response 50% Investment	Gender-based Violence Response 25% Investment	Community Healing & Restoration 25% Investment
Tier 3 Additional \$6.2 million (funds still needed)	\$3.1 million	\$1.55 million	\$1.55 million
	-Transitional Housing -Youth Drop-In Neighborhood Centers - Reentry Hub	-Transitional Housing -Systems Data Collection/Research Development -Policy Advocacy/Organizing	More resources to scale-up: -Grassroots Mini-grants -Leadership Development (Youth/Adults) Plus: -Policy Advocacy/Organizing -Roving Medical Clinics
Internal Staff & Capacity Current Funding (~ \$3.35M) Additional funds still needed (~ \$3.65M)	Direct Service Staff (Violence Interruption, Community engagement and Life Coaches) Fiscal/Administrative Contract Management Research/Data/Evaluation Communications/Public Relations Fund Development Policy Reform/Advocacy Internal training/capacity building Clinical supervision for Life Coaching staff Mental health/healing supports for all staff		

Total Funds Needed: \$32M (\$25M services + \$7M DVP internal staffing)

PROPOSED TIMELINE FOR RFQ

Upon City Council approval of this plan, DVP staff will issue a competitive request for qualifications (RFQ) for a two-year funding cycle, starting on July 2022 and potentially extending to the end of the Safety and Services Act funding period (December 2024). Most of the available service funds (roughly 75%) will be released through this process, with the remainder going to direct allocations for service positions based within the City and at public system partner agencies.

For the submission process, DVP will solicit proposals from nonprofit community-based organizations. As in the past, applicants will be required to demonstrate the ability to leverage an additional 20 percent in matching funds. DVP will provide technical assistance to applicants, including at least one bidders' conference following RFQ release.

For the review process, DVP will convene review panels that consist of community members, subject-matter experts and public sector partners involved in the strategy. Past performance will be shared with the review panel for any applicants that are former grantees. DVP will present final grant recommendations to the SSOC and City Council for approval. A tentative timeline of key dates includes:

- RFQ release – January 2022
- Proposals due – February 2022 (6 weeks later)
- Grant recommendations – April 2022 (SSOC); May 2022 (Committee); June 2022 (City Council)
- Contract start date – July 1, 2022



 CITY OF OAKLAND

DEPARTMENT OF VIOLENCE PREVENTION

—
STRATEGIC
SPENDING PLAN

— 22
— 24

EXECUTIVE SUMMARY

Gun and gender based violence have been a decades long fight for the City of Oakland.

Government agencies, non-profit service providers, and community members have worked tirelessly to end gun violence and human trafficking in Oakland. And while the city has seen some progress, it has been widely uneven. Gun and intimate partner violence and sexual exploitation continue to plague black and brown communities at alarming rates.

According to 2020 report Living with Impunity over the last decade 76% of the homicide victims were African American. During that same period of time police made arrests in approximately 40% of homicides involving black victims, and 80% of cases involving white victims. In some East and West Oakland neighborhoods, less than one in three homicides resulted in an arrest during the last decade. Additionally, 90% of homicide victims and suspects in Oakland are African-American and Latino men between the ages of 18 and 35. And Oakland continues to be a West Coast hub for sex trafficking, with Alameda County's H.E.A.T (Human Exploitation and

Trafficking) Watch reporting that 63% of youth involved in "the life" are African American girls.

Once the global COVID-19 pandemic hit Oakland in March 2020, it added to significant vulnerabilities of communities already on the edge. School closures, the loss of jobs, and stay-at-home orders exposed and contributed to a rise in shootings, intimate partner violence and homicides. And increases in the use of the internet and people taking more risks to desperately make up for lost income has amplified the opportunity for human trafficking.

The Department of Violence Prevention (DVP) was established in 2017 to tackle the problem of violence in Oakland. Where previous city programs focused primarily on those at the center of violence, the DVP has an expanded prevention and intervention mission of advocating for and supporting families impacted by unsolved cold cases and addressing broader community trauma. The ultimate goal is a safer and thriving Oakland for all.

However, no department, community organization or individual is capable of

stopping gun and gender-based violence alone. A challenge of this magnitude requires significant investment in resources and collaboration with dedicated partners. It also requires a focused approach to ensure that the right funding and services get to the communities and people who are most in need.

Through the application of a public health approach, the Department of Violence Prevention has prioritized the following investments and strategies for combating violent crime in Oakland. These strategies emphasize coordination of public systems and community-based services with a joint focus on youth and young adults at highest risk of violence as guided by data analysis.

INTRODUCTION/BACKGROUND

Oakland has hit a state of emergency. As the City begins to heal from the trauma caused by COVID-19, another public health crisis is on the rise -- violent crime. COVID-19 has triggered a surge in gun and gender-based violence.

The toll of gun and gender-based violence has been felt mostly by Oakland's black and brown communities. In 2020, 78% of shooting victims were African-American and Latinx and overwhelmingly male. And for Oakland sexually exploited youth, 64% are African American and 15% Latina girls respectively.

These high rates of violence have consistently been concentrated in neighborhoods within East, Central East and West Oakland. These areas consistently contain roughly half of all shootings resulting in injury and contained one-third of reported incidents of intimate partner violence (based on data from 2018-2020). In 2020, the trends continued with deep East Oakland experiencing even higher rates of gun violence than the previous two years. More than half of all shootings take place between 6:00pm and 12:00am and often increase on the weekends. And

violent crime tends to rise along with the temperatures, as summer months (July, August) typically see more police activity.

And finally, in 2020, these neighborhoods experienced some of the highest rates of COVID-19 infection, causing even more trauma and stress.

And while these numbers emphasized the urgency for intervention and action, the response to address these communities in crisis revealed a harsh truth. While the viral pandemic prompted an extraordinary federal, state, and local government response, the gun violence epidemic in Oakland has not triggered a similar emergency effort.

During the pandemic, many of Oakland's violence prevention initiatives were disrupted by the shelter-in-place orders including in-person life coaching and Ceasefire call-ins and have yet to return to full scale. And violence prevention and intervention budgets have remained stagnant or even reduced, leaving many community members struggling during a time when support is needed most.

60%

INCREASE IN SHOOTINGS FROM 2019 (815 V 1303)

100

SHOOTINGS PER MONTH JUNE - DECEMBER 2020

77%

INCREASE IN FEMALE SHOOTING VICTIMS IN 2020

COST OF VIOLENCE

Growing up in the midst of community violence can impact youths' social, emotional, behavioral and cognitive development. It can disrupt their baseline of safety, making it more difficult for entire families and communities to sustain a sense of stability. For those who live in or near places where violence is very common, the daily risks can take a toll on physical and emotional health. And the lingering psychological impacts left on children, with ongoing exposure to violence and trauma, are immeasurable. Community violence, especially homicide, can destroy families as they struggle with the long afterlife of pain and trauma from losing a loved one prematurely and not having the necessary resources to process, heal and recover.

One shooting homicide is estimated to cost taxpayers \$2.5 million through a mix of city, county and state funded agencies including local law enforcement, medical, justice system and incarceration costs, and lost tax revenue.

The cost of sexual violence in California is estimated as \$1.9 billion annually, accounting for medical, investigation, criminal justice system, and incarceration costs. Every prevented sexual assault of an adult could save approximately \$165,000 and of a child could save roughly \$230,000.

DVP MANDATES

Reduce levels of:

- gun violence
- intimate partner violence
- commercial sexual exploitation
- family trauma associated with unsolved homicides
- community trauma associated with violence

¹ Gun violence - violence committed with the use of firearms. Gender-based violence - violence that is directed at an individual based on his or her biological sex OR gender identity. It includes physical, sexual, verbal, emotional, and psychological abuse, threats, coercion, and economic or educational deprivation, whether occurring in public or private life.

² <https://www.psych.uic.edu/research/urban-youth-trauma-center/public-awareness/understanding-community-violence>

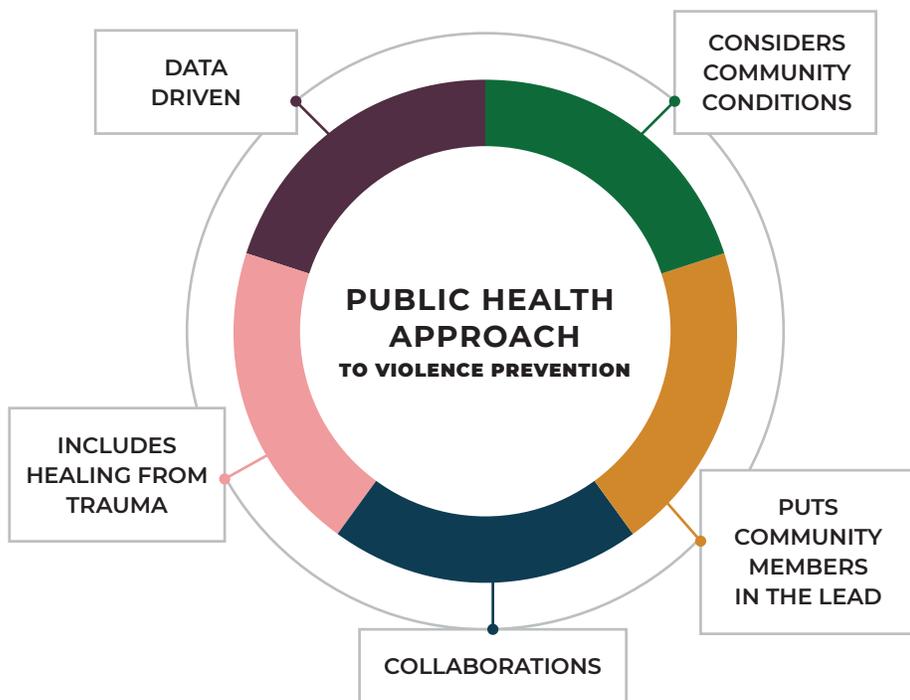
³ <https://costofviolence.org/reports/stockton/>

⁴ https://www.calcasa.org/wp-content/uploads/2018/02/CALCASA_CCoFSV_FINALSpreads_2018.pdf

A PUBLIC HEALTH APPROACH TO VIOLENCE AND INTERVENTION

The council resolution that created the DVP mandated that the DVP use a public health approach to addressing violence in Oakland. A public health approach focuses on both, the root causes of violence, as the well as specific individual, peer, family, and community active levels of violence. and guides a coordinated approach for violence prevention that engages diverse sectors. Public health uses data to understand how frequently violence occurs, when and where it occurs the most and who is most vulnerable of being impacted (both those harmed and those causing harm), and then uses these data to engage stakeholders in the development of community solutions to prevent violence, promote healing, and restore communities.

The following model has been adopted by the Center for Disease Control (CDC), World Health Organization (WHO), and other national health organizations, as the proven approach for a violence prevention and intervention framework:



A PUBLIC HEALTH APPROACH IS DATA DRIVEN.

That means looking at the specific profile of violence in the community, who is most affected, what's contributing, and what's helping to create safety.

A PUBLIC HEALTH APPROACH LOOKS AT COMMUNITY CONDITIONS.

Our surroundings shape our experiences and behaviors, so successful prevention plans cultivate safety in streets, parks, jobs, schools, places of worship, and elsewhere.

A PUBLIC HEALTH APPROACH IS COLLABORATIVE.

It brings together community members from all corners of the city, including faith leaders, youth, grassroots organizers, political leaders, business owners, and people who represent many types of organizations and agencies.

A PUBLIC HEALTH APPROACH PUTS COMMUNITY MEMBERS IN THE LEAD.

The people who are most impacted by violence have some of the best and most creative ideas about how to prevent it.

A PUBLIC HEALTH APPROACH INCLUDES HEALING FROM TRAUMA AS A KEY COMPONENT.

Trauma is a serious ailment in communities with high levels of violence. It can cause a breakdown of the community's social networks, relationships, trust, and positive social norms—all of which could otherwise help protect the community from violence and trauma and prevent both from occurring in the first place.

WHY WE NEED A PUBLIC HEALTH APPROACH FOR ADDRESSING VIOLENCE IN OAKLAND

Violence has been characterized as an epidemic in Oakland for many years, deserving of an emergency public health response and the characteristics of violence in Oakland share the same characteristics of an infectious disease epidemic:

CHARACTERISTICS OF EPIDEMICS IN POPULATIONS

CHARACTERISTICS OF VIOLENT CRIME IN OAKLAND

CLUSTERING

Oakland crime is concentrated. It happens in specific neighborhoods where the underlying conditions, including high rates of shootings, create potential for violent behavior.

SPREAD

Gun and gender based violence during the pandemic has spread to a new populations, some as young as middle schoolers and violence by and against women increasing, and is always in constant danger of spreading further.

TRANSMISSION

Oakland's poorer, marginalized communities of color who have historically experienced violence disproportionately are highly susceptible as – "hurt people, hurt people" - and exposure rates to violence creates vulnerable behaviors among community members.

HOW THE DEPARTMENT OF VIOLENCE PREVENTION WILL APPLY THE PUBLIC HEALTH APPROACH

Based on available data, the DVP will apply the public health approach to:

- Focus on the **specific places** in Oakland **with underlying conditions** that generate the highest rates of violence;
- Support the **specific people** determined to be at: the center of violence, in-risk or at-risk for violence and exposed/adjacent to violence;
- Direct interventions to the **individual, peer, family, and community levels**; and
- Provide services at the **times and days of the week when violence occurs most**; and
- Reductions in the conditions described in DVP mandates will result.

DVP FOCUS POPULATIONS, PLACES AND UNDERLYING CONDITIONS

EXPOSED TO VIOLENCE

Overall population living in neighborhoods of focus.

AT RISK FOR VIOLENCE

Individuals of any age who are highly susceptible to creating or experiencing harm with gun violence, intimate partner violence, or commercial sexual exploitation.

AT THE CENTER OF VIOLENCE

Individuals of any age who are creating or experiencing harm with gun violence, intimate partner violence, or commercial sexual exploitation.

East, Central East and West Oakland have been hot spots for community violence. These neighborhoods have historically endured racism, economic insecurity and lack of job opportunities and new stressors like the lack of affordable housing, displacement and COVID have entered into the mix. These components have contributed to vulnerabilities to violence experience at the individual, family, peer and community levels.

Underlying conditions in these neighborhoods include:

- multi-generational trauma
- economic stress
- structural racism and sexism
- group or gang violence
- disproportionate criminal justice involvement; and
- exposure to high-levels of crime and violence



DEVELOPING THE DEPARTMENT OF VIOLENCE PREVENTION STRATEGIC PLAN

ENGAGING THE COMMUNITY FOR INSIGHT AND UNDERSTANDING

Community engagement is central to any public health intervention. Its importance is even more significant during public health emergencies. Community engagement involves those affected in understanding the risks they face, and involves them in response actions that they had a part in creating.

DVP staff designed a community engagement strategy to seek input about violence prevention and intervention strategies- both current and proposed- along with new ideas generated from those who attended. Three virtual town halls directed at each region of the City- West, Central East and Deep East- were scheduled to solicit input from Oakland residents in those regions and from community -based organizations who serve them. A fourth town hall was conducted for youth and young adults and the issues of violence they face. From mid-February to mid-April 2021, over 430 people contributed insights through four town halls nine focus groups, and interviews with 28

stakeholders. All town halls were open to the public and averaged 92 attendees at each event. Additionally, smaller focus groups ranging from 15-60 attendees each were held for family members who have lost loved ones to violence, DVP providers (by strategy), program participants, Asian American community advocates, public health and violence prevention experts, Ceasefire partners and the Reimagining Public Safety Task Force members.

Stakeholder interviews included public systems partners such as Alameda County Probation, as well as the Alameda County District Attorney's Office, Alameda County Public Defender's Office, Oakland Unified School District (OUSD), Alameda County Office of Education, and Alameda County Behavioral Health Care Services.

All of the listening sessions included small group discussions that maximized participation, stimulated conversation, and allowed participants to offer their voices and direct input. A range of

expertise and lived experience was evident in each session with the majority of attendees being African-American and other people of color from Oakland neighborhoods where violence is most prevalent.

In their feedback from these sessions community members lifted-up several over-arching themes that they believe are critical to addressing violence in Oakland and in need of resources and investment.

DEVELOPING THE DEPARTMENT OF VIOLENCE PREVENTION STRATEGIC PLAN

THEMES FROM COMMUNITY ENGAGEMENT INCLUDE:

- Prioritize investments in people and places most impacted by violence
- Elevate and develop natural, homegrown expertise of community leaders to address violence prevention from within the community
- Provide services and programs for youth living in neighborhoods with high violence exposure rates
- Provide financial and employment support that addresses the economic insecurity that leads to poverty and homelessness
- Provide culturally relevant mental health services to address multi-generational trauma and assist with individual and community healing
- Improve coordination between and across city departments and community organizations
- Adequate funding is needed for the Department of Violence Prevention to tackle both violence prevention and intervention; particularly for youth programs and gender-based violence
- Educate the community on all of the available resources delivered by the DVP and its network of partners
- A balance of community approaches is needed to address conflicts that do not require law enforcement presence as well as those conflicts of extreme violence that residents perceive require constitutional law enforcement efforts.

These community engagement sessions stressed the importance of a collaborative approach where community members feel heard, understood and part of the solution.

INTERVENTION AND PREVENTION STRATEGIES

The Department of Violence Prevention network is prepared to deliver a comprehensive approach that aligns to the vulnerability levels of the community. However, several services may overlap to support community members at different vulnerability levels. Therefore, the plan is meant to be considered as a connected framework that has degrees of flexibility.



The following provides additional details on the public health approach and strategies adopted by the Department of Violence Prevention based on the data gathered to inform their recommendations.

While the DVP is confident these services will have a positive impact on Oakland's most vulnerable communities, to meet the needs demanded by the scope and scale of our City's crisis of violence, additional funding is critically needed to expand, deepen and sustain these services.

GUN / GROUP / GANG VIOLENCE RESPONSE	50% INVESTMENT	GENDER BASED VIOLENCE RESPONSE	25% INVESTMENT	COMMUNITY HEALING AND RESTORATION	25% INVESTMENT
TIER 1					TOTAL ~\$8.8 M
\$4.4 MILLION		\$2.2 MILLION		\$2.2 MILLION	
<ul style="list-style-type: none"> • Violent Incident Crisis Response • Hospital-based Intervention • Violence Interruption • Temporary Relocation • Homicide Response for Family • Youth and Adult Life Coaching • Youth Reentry Coordination • Youth and Adult Employment Support and Placement • Triangle Incident Response at crime-scene 		<ul style="list-style-type: none"> • 24-hour IPV Survivor Hotline • Legal Advocacy for IPV • Bedside Advocacy for IPV • Increased Cultural and linguistic capacity for IPV • Drop-in Center and Life Coaching for CSE • Emergency Shelter/Safe Space for both CSE and IPV • Therapeutic Support for both CSE and IPV 		<ul style="list-style-type: none"> • Community Ambassadors • Community Healing Spaces and Activities • Mental health and grief/trauma supports • Family strengthening • Parks Events/Block Parties • Provider Network Capacity Building/Trainings 	
TIER 2					ADDITIONAL FUNDING NEEDED \$10 M
\$5 MILLION		\$2.5 MILLION		\$2.5 MILLION	
<p>More resources to scale-up:</p> <ul style="list-style-type: none"> • Violent Incident Crisis Response Services • Youth and Adult Life Coaching • Youth and Adult Employment Support and Placement • Triangle Incident Response <p>Plus:</p> <ul style="list-style-type: none"> • Youth Diversion and other youth programs • Neighborhood teams • Community Education Campaign • School-based Restorative/ Wellness Centers 		<p>More resources to scale-up:</p> <ul style="list-style-type: none"> • 24-hour IPV Survivor Hotline • Legal Advocacy for IPV • Life Coaching for CSE • Bedside Advocacy for IPV • Emergency Shelter/Safe Space • Cultural and linguistic capacity for IPV <p>Plus:</p> <ul style="list-style-type: none"> • GBV-centered Employment Support and Placement • GBV Support Groups • GBV-centered Leadership Development • Community Education Campaign 		<p>More resources to scale-up:</p> <ul style="list-style-type: none"> • Community Ambassadors • Community Healing Spaces and Activities • Mental health and grief/trauma supports • Family strengthening • Parks Events/Block Parties <p>Plus:</p> <ul style="list-style-type: none"> • Mothers in Action • Grassroots mini-grants • Community Dialogue/Town Halls • Community Resident Capacity Building/Trainings 	
TIER 3					ADDITIONAL FUNDING NEEDED \$6.2 M
\$3.1 MILLION		\$1.55 MILLION		\$1.55 MILLION	
<ul style="list-style-type: none"> • Transitional Housing • Youth Drop-In Neighborhood Centers • Reentry Hub 		<ul style="list-style-type: none"> • Transitional Housing • Systems Data Collection/Research Development • Policy Advocacy/Organizing 		<p>More resources to scale-up:</p> <ul style="list-style-type: none"> • Grassroots Mini-grants • Leadership Development (Youth/Adults) <p>Plus:</p> <ul style="list-style-type: none"> • Policy Advocacy/Organizing • Roving Medical Clinics 	
INTERNAL STAFF & CAPACITY CURRENT FUNDING (~ \$3.65M)					ADDITIONAL FUNDING NEEDED ~ \$3.35M
<ul style="list-style-type: none"> • Direct Service Staff (Violence Interruption, Community engagement and Life Coaches) • Fiscal/Administrative • Contract Management Research/Data/Evaluation • Communications/Public Relations • Fund Development • Policy Reform/Advocacy • Internal training/capacity building; • Clinical supervision for Life Coaching staff • Mental health/healing supports for all staff 					
TOTAL FUNDS NEEDED: \$32M		\$25M SERVICES + \$7M DVP INTERNAL STAFFING			

GUN / GROUP / GANG VIOLENCE RESPONSE

- Initial Investment
- Additional Funds Needed



GUN / GROUP / GANG VIOLENCE RESPONSE

Interventions in the cycle of gun violence to save lives and support healing for people who are shot in Oakland, particularly people connected with groups and gangs, and family members of homicide victims. Efforts help them mediate their conflicts, and offer them coaching and resources as they move towards positive goals for themselves, their families, and their communities. These services, focused on people at the center of violence, are more intensive with a higher level of engagement and resources including stipends for individuals and families.

VIOLENT INCIDENT CRISIS RESPONSE

Community Violence

Responders play a key role in interrupting street-level conflicts, with a focus on disrupting retaliation and group- or gang-related gun violence. Community violence responders are on-call around the clock, seven days a week, and deployed immediately after a shooting with serious injury has taken place. Community violence responders go to crime scenes, hospitals, neighborhoods streets, and homes to assess dynamics of retaliation and potential for mediation. Community violence responders rely on community credibility and intimate knowledge of Oakland street dynamics to intervene in and de-escalate volatile situations and assess for referrals to community-based life coaching and other support services

Triangle Incident Response

provides a coordinated crime scene or hospital bedside response- that aims to reduce retaliatory group/gang related

and interpersonal violence, reduce the levels of trauma experienced by individuals, families and impacted community members, and improve police-community relationships. Triangle Incident Response is a 24/7 real time response to shootings with serious injuries, homicides, and gender-based violence by three triangle partners simultaneously- community violence responders, DVP staff as crisis response advocates, and law enforcement.

Hospital-based intervention

starts with community-based responders who meet people where they are – be it at the hospital or in their homes – and walk with them as they navigate crisis. Families and individuals will be connected to immediate resources including case management, post-release medical treatment and mental health support. Primary response is to referrals from Highland Hospital.

Temporary, emergency

relocation for community members in immediate danger of harm, following assessment of lethality and likelihood of mortal harm, includes assistance locating family or other supports out of the area/state, that may provide a place to relocate; and funding for immediate relocation needs such as: transportation, temporary hotel stays, and support for family providing shelter in the new location.

Homicide Response Teams

that support family members and loved ones who have lost someone to intense violence through immediate direct service support and longer-term advocacy. This includes mobilization of resources for burials and funerals, referrals to DVP-funded grief counselling services, accessing Victims' Assistance Services, and liaising with Oakland Police Department investigators for updates on cold (unsolved) cases.

GUN / GROUP / GANG VIOLENCE RESPONSE

Youth Reentry Coordination for youth transitioning from the Alameda County Juvenile Justice Center. Services include referrals to community-based life coaching, rapid school placement support from Oakland Unified School District, supportive case planning with Alameda County Probation, and resource navigation such as health care services, education and employment support and systems advocacy.

Youth and Young Adult Life Coaches engage participants who have experience with or are at high-risk for becoming a victim of or causing violence, by meeting them where they are at. Life coaching helps participants navigate systems and access needed resources, and includes frequent interaction, structured dialogue (i.e. motivational interviewing), client-led life mapping, stipends/incentives for reaching milestones and intentional family engage-

ment. Life Coaches are peer professionals with similar life experiences from similar communities trained in ancestrally informed approaches to access family traditions and celebrations passed down through multiple generations. Life Coach referrals sources include DVP Network partners, Oakland Ceasefire, AC Probation, Highland Hospital and others.

Youth and Young Adult Employment Training and Placement meets participants' immediate needs and enhances their long-term job prospects through the development of skills and education. Programs emphasize paid work experience and career exploration, opportunities for certifications or educational advancement, as well as successful job placement and retention supports.

Transitional Housing is accessible, on a limited basis, to participants in the life coaching and gender-based services who are unsheltered or vulnerably housed. By funding a housing case manager, DVP can access term-limited rental assistance through a partnership with the in Human Services Department's Community Housing Division.



GUN / GROUP / GANG VIOLENCE RESPONSE

ADDITIONAL FUNDING CAN SUPPORT

Expanded employment and academic support to serve more individuals and family members in need of transitional employment and job placement support.

Expanded Youth and Adult Life Coaching to serve more individuals and family members in need of intensive, relationship-based case management.

Expanded Community Violence Responders to increase capacity of community-based street workers to respond to and interrupt violence in real-time in the neighborhoods where it happens.

Youth Diversion programming that uses restorative justice practices with youth who have been arrested, but not sentenced, with the goal of having charges dropped, or that provides law enforcement with an alternative option for youth facing arrest.

School-based Restorative Centers at high schools in the neighborhoods with highest rates of violence and shootings that provide in-school supportive services that are culturally-responsive, trauma-informed and relationship-based. Youth are able to access support in areas of conflict mediation, violence interruption, life coaching/mentorship, academic counseling, mental and medical health, restorative practices and employment support.

Scale-up violence interruption through Neighborhood Teams working in the neighborhoods with highest rates of shooting and homicide to provide community violence interruption, youth and young adult life coaching and community ambassador activities and events from a neighborhood-based hub.

Youth and Family Drop-In Neighborhood Centers located in existing city spaces to provide positive evening and weekend activities and events for Oakland youth exposed to and at high risk of engaging in violence. Youth and families are able to access support in areas of conflict mediation, violence interruption, life coaching/mentorship, academic counseling, mental and medical health, restorative practices and employment support.

Long-term Housing Support designed to assist those at risk of losing housing or who are currently unhoused to navigate housing resources and secure subsidized rental assistance. Participants are connected with re-housing specialists trained to support those who have experienced violence and trauma, particularly those who have recently returned home from incarceration.

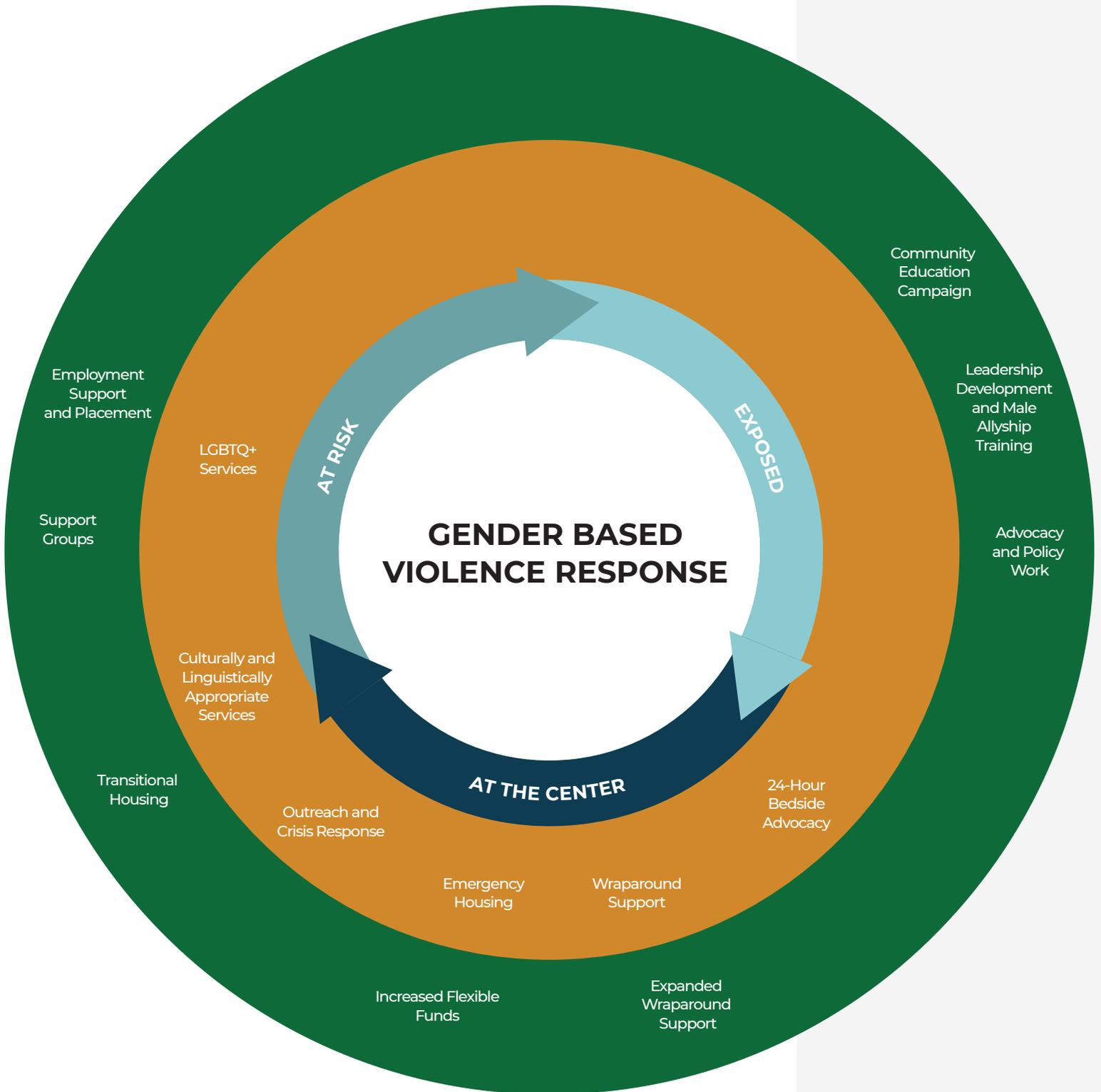
GUN / GROUP / GANG VIOLENCE RESPONSE

IMPACT OF INVESTMENT

- Shootings and homicides decrease
- Participants successfully satisfy probation/parole mandates
- Participants and families feel supported during crisis
- Participants and families transition out of immediate danger
- Participants and families avoid violent injury/re-injury
- Participants reduce risk behaviors related to violence (e.g. carrying a weapon)
- Participants strengthen their socio-emotional skills (e.g. resilience)
- Participants reduce or cease contact with the justice system
- Participants are employed and prepared to pursue longer-term goals
- Families improve their ability to provide more protection and mutual accountability for its members.
- Families improve their ability to communicate more effectively with each other
- Families improve their level of cohesion
- Families increase their levels of adaptability
- Youth have improved educational outcomes
- Youth have caring relationships with positive adults and peers

GENDER-BASED VIOLENCE RESPONSE

- Initial Investment
- Additional Funds Needed



GENDER-BASED VIOLENCE RESPONSE

Gender-based Violence (GBV) Response services require specific training and expertise to serve women, LGBTQIA+ and others who experience gendered violence- intimate partner violence (IPV), domestic violence and commercial sexual exploitation (CSE). Services are directed to individuals and families to assist in recovering from the physical, psychological, and spiritually negative impact of physical or sexual abuse.

Outreach and crisis response that connects people to support as they transition out of immediate danger including crisis response hotlines and drop-in centers.

Emergency housing that provides a temporary safe place for individuals to stabilize that are experiencing commercially sexually exploited or intimate violence.

Wraparound supports such as legal advocacy, family support, life coaching, therapeutic services (individual, group and family), and other resources.

24-Hour Bedside Advocacy at hospitals and community clinics to provide support for victims of sexual violence and intimate partner violence.

Culturally and linguistically appropriate services designed to reach marginalized, immigrant communities (i.e. Latin American and Southeast Asian) and remove barriers to accessing support.

Services designed specifically for queer, trans, and gender nonconforming people.

ADDITIONAL FUNDING CAN SUPPORT

Scale-up wraparound supports to address the unmet needs of Oakland residents who are experiencing IPV, domestic violence and CSE.

Transitional housing for individuals and families who have experienced gender-based violence and need safe and secure housing to get back on their feet.

Increased flexible funds to support immediate needs and provide for longer-term stability.

Advocacy and policy work on behalf of gender-based violence victims. These activities include the emphasizing survivor voices in advocating for policies that include adequate data gathering by police, academics, and researchers around gender-based violence.

Community-level education designed to raise awareness of the prevalence of the problem, and equally as important the access to the available resources. Survivors will enhance their recovery by using their experiences to educate, promote and build awareness, while avoiding being defined by that experience.

GBV-centered Employment Support and Placement

GBV-Centered Support Groups

GBV-centered Leadership Development and Male Allyship Training

GENDER-BASED VIOLENCE RESPONSE

IMPACT OF INVESTMENT

- IPV victims access resources to increase longer-term safety (e.g. protection orders)
- Decrease in IPV victims
- Increase in awareness and education of IPV issues
- Victims of commercial sexual exploitation transition out of immediate danger
- CSE survivors access resources to increase long-term safety
- CSE survivors receive therapeutic support that helps them begin to heal from trauma
- Increase in awareness and education of CSE issues



COMMUNITY HEALING AND RESTORATION

- Initial Investment
- Additional Funds Needed



COMMUNITY HEALING AND RESTORATION

Strengthening Oakland neighborhoods exposed to violence by lifting-up the wisdom of people closest to violence and deepening their skills to promote healing through community-led healing activities and events organized in partnership with DVP Community Ambassadors. Support for families following a loss to violence including grief and loss counseling.

Community Ambassadors

serve as credible messengers and street outreach workers whose primary focus is to nurture and maintain relationships with community members, residents, merchants and influential figures in the neighborhoods they serve. They are essential in developing multi-generational, multi-cultural relationships that can be leveraged in times of crisis when needed to mitigate inter-group violence and retaliation. They also lead outreach and promotion of community events and activities designed to restore, strengthen and beautify the neighborhood, while connecting people to DVP network services and other community resources. Community ambassadors are often young adults with organic and firm ties to the neighborhood who have demonstrated leadership, credibility and a commitment to their own personal growth, thereby serving as informal mentors to youth and peers, mediators of conflict and protectors of their elders.

Mental Health Counseling

provided to homicide victims' families and loved ones, as well as to victims and survivors of violence, which will include clinical therapy and grief counseling in one-on-one and group settings delivered by culturally-competent practitioners specializing in serving communities of color. opportunities for neighborhood residents to come together to improve healing and well-being in their neighborhoods.

Family Strengthening

includes structured activities that bring families together in community settings to build mutual resilience, strengthen family bonds and honor shared cultures. Families will construct asset-based genograms and share in family ancestral traditions through music, food, photographs, recordings and story-telling. Workshops will be offered to counteract the history of pathologizing of Black and Brown families primarily as sources of dysfunction by offering instead strength-based narratives and premises of cultural pride and the family as a source of healing and transformation.

COMMUNITY HEALING AND RESTORATION

Non-Western Healing Supports provide “non-traditional, non-clinical” community healing services that engage individuals, families and community in culturally-relevant, trauma-informed activities. These can include healing circles and vigils after crises occur that emphasize multi-generational, multi-racial healing, natural leadership development, and relationship-building opportunities for community members from neighborhoods exposed/-adjacent to violence. Efforts such as neighborhood cleansings, or limpias, celebration of life events, and other cultural ceremonies uplift homegrown, cultural healing practices to support those impacted by shootings, homicides, assaults and/or gender-based violence. Community building and collective healing through survivor support groups or “mothers’ circles” strengthens community connections through collaborative

Town Nights community events serve as outlets for community members to come together and connect in safe, positive spaces to build community, nurture relationships and promote peace on the days and nights when violence happens most in the neighborhoods most impacted. Town Nights can take the form of celebrations in parks, block parties, or other community gatherings designed to nurture cross-racial, cross-cultural and cross-generational relationships before violence or crisis happens.

Community dialogues sponsored by the DVP to engage in virtual and in-person town halls on a regular basis to share information about community violence activities and learn from the community.

Strengthening the DVP Network through training opportunities and learning communities for the network of peer providers, who are rooted in Oakland and many have experienced violence themselves, to be ready to support and serve Oakland residents. Training may include family systems, life coaching certification, conflict mediation, cultivating male allyship, and gender responsive approaches.

COMMUNITY HEALING AND RESTORATION

ADDITIONAL FUNDING CAN SUPPORT

More Ambassadors and Community Healing Spaces,

Activities and Events to expand events and activities to more areas of Oakland

Community resident capacity building

through training opportunities and learning communities for residents, family members, grassroots service providers, community healers and mentors who are organic to the target neighborhoods. Training topics may include family systems, harm reduction, resource navigation, conflict mediation and de-escalation, cultivating male allyship, gender responsive approaches and grant proposal writing.

Grassroots mini-grants for natural leaders from neighborhoods exposed to high levels of violence to develop homegrown ideas that promote safety and healing in Oakland to change norms around violence and the stigma around seeking support and healing. Mini-grants support the violence reduction work of individuals and smaller community-based organizations with innovative efforts to address violence.

Expanded community dialogues

Mothers in action engages community members, particularly mothers, who have lost family members to violence, in local and state level advocacy campaigns designed to raise awareness of the trauma and pain that families in Oakland endure during the long afterlife of homicide. Mothers in Action will engage the public and policy-makers through media outlets, community events, town halls and political forums. In addition to informal therapeutic support to help families process and grieve loss collectively, community members will gain leadership and advocacy skills, to reform policies around eligibility criteria and access to state and local level resources for families of crime victims.

Policy advocacy and organizing groups are supported by investment to strengthen community organizing efforts focused on criminal justice reform, police/community relations, violence prevention/intervention programs, victims/survivors' support and other campaigns to reduce violence and its negative impacts on community members.

Roving medical clinics provide mobile services to communities most impacted by violence and COVID but with least access or awareness of the resources available. Services provided can include medical check-ups, dental or eye exams, COVID testing and vaccinations, Medi-Cal sign up, and other medical service referrals.

COMMUNITY HEALING AND RESTORATION

IMPACT OF INVESTMENT

- Community leaders are supported in their efforts to heal their own communities
- Community members feel involved in reducing violence and are connected in positive ways
- Participants and families begin to heal from trauma related to homicide and cold cases
- Families increase their access to multigenerational emotional support
- Providers have strong skills that enhance their work and support their growth

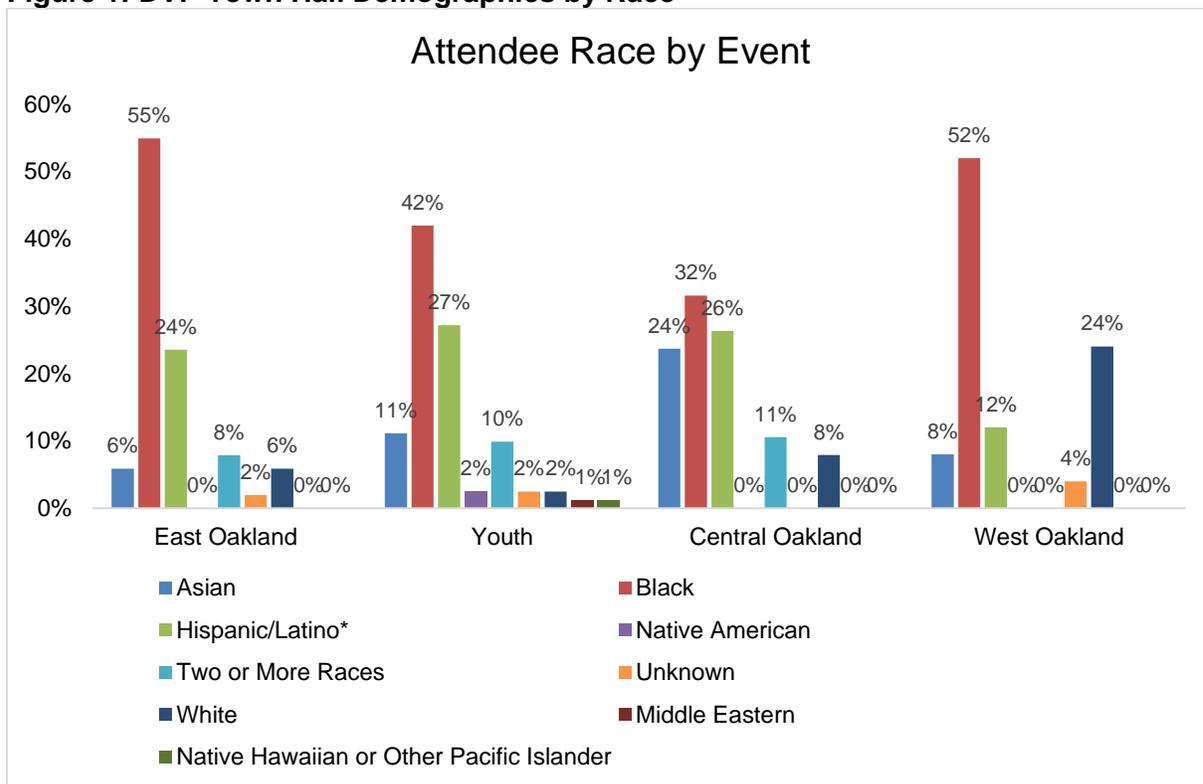
Community Engagement for DVP Strategic Spending Plan

The DVP incorporated feedback and insights we received during extensive community engagement effort into the FY 2022-24 strategic spending plan that included a series of community town halls for Oakland residents, public health and violence prevention and public health experts, community-based organizations (CBOs), system partners, and neighborhood residents directly impacted by violence. Over 430 people contributed insights through a mix of town halls, focus groups and interviews with stakeholders.

Following direction from City Council in December 2020, during a two-month period-from mid-February to mid-April of 2021, the DVP held three, virtual, community town halls for residents of West, Central, and East Oakland. And collaborated with youth serving CBOs for one in-person, town hall for youth.

A poll during the town halls helped DVP capture demographic information about who attended. Though not everyone responded to the poll,¹ survey results on town hall attendance show that more than 50% of attendees at the West Oakland and East Oakland identified as Black. Nearly one-quarter of East Oakland attendees identified as Latinx and 26% of Central Oakland attendees identified as Latinx.

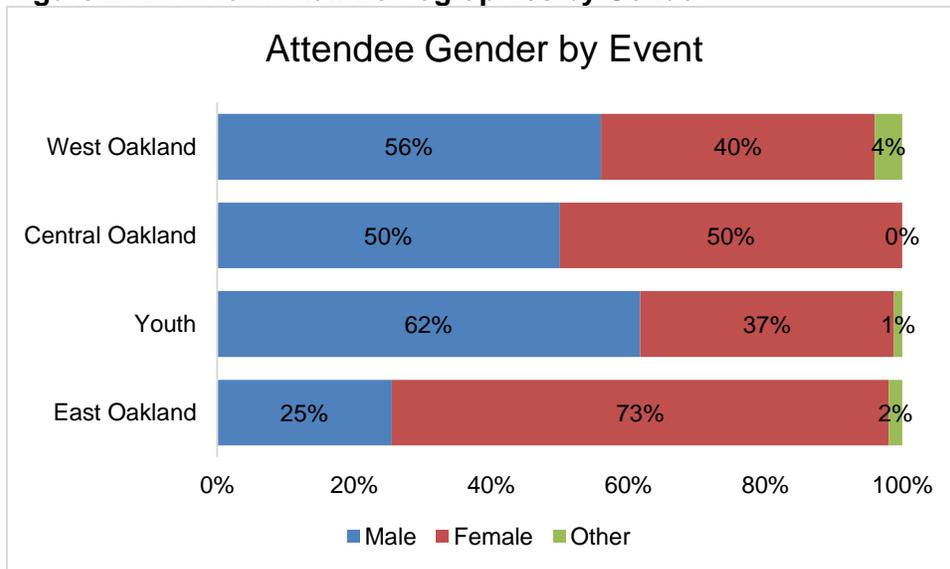
Figure 1: DVP Town Hall Demographics by Race



*Includes attendees who identified as Hispanic/Latino of any race.

¹ The response rate averaged roughly 50% over the four town halls.

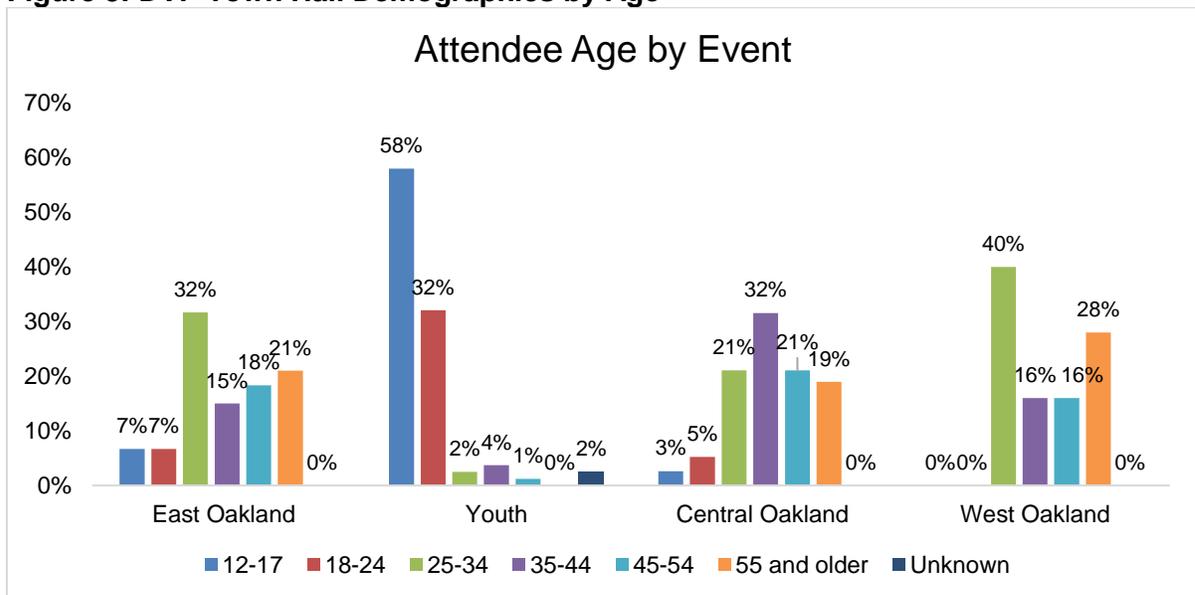
Figure 2: DVP Town Hall Demographics by Gender



Except for the town hall in East Oakland, most town halls had slightly more attendees who identified as male.

Overall the regional town halls captured the perspectives of Oakland residents and community-based providers across a range of ages from youth to elders, particularly those ages 25 to 65. Youth and young adult perspectives were most represented at the youth town hall.

Figure 3: DVP Town Hall Demographics by Age



As the engagement effort came to a close, community members and subject matter experts alike agreed that the DVP should continue to engage the community through town halls as it provided a better understanding of existing violence prevention practices, fostered a feedback loop between community members and city departments, and allowed for candid dialogue about what the entire City can do to reduce violence.

In addition to hosting community and youth town halls. The DVP facilitated focus 12 focus groups with various stakeholders including the DVP provider network (by strategy); young adults impacted by violence, mothers who have lost loved ones to violence; Asian American community organizations and residents, Oakland-based violence prevention advocacy groups, the Reimagining Public Safety Task Force, and public health experts. DVP staff also met with systems partners and stakeholders such as Probation, as well as the Alameda County District Attorney's Office, Alameda County Public Defender's Office, Oakland Unified School District (OUSD), Alameda County Office of Education, and Alameda County Behavioral Health Care Services. **Appendix A** includes a full list of the partners consulted and the CBOs and neighborhood groups represented at the various focus groups.

Community Engagement Themes

All of the community engagement sessions were designed to provide small groups that maximized input from those in attendance. A range of expertise and lived experience was evident in each session. Feedback from these sessions revealed themes the community would like to see addressed with funding from the DVP.

These themes include:

- Prioritize investments in people and places most impacted by violence
- Elevate and develop natural, homegrown expertise of community leaders to address violence prevention from within the community
- Provide services and programs for youth living in neighborhoods with high violence exposure rates
- Provide financial and employment support that addresses the economic insecurity that leads to poverty and homelessness
- Provide culturally relevant mental health services to address multi-generational trauma and assist with individual and community healing
- Improve coordination between and across city departments and community organizations
- Adequate funding is needed for the Department of Violence Prevention to tackle both violence prevention and intervention; particularly for youth programs and gender-based violence
- Educate the community on all the available resources delivered by the DVP and its network of partners

These community engagement sessions stressed the importance of a collaborative approach where community members feel heard, understood and part of the solution.

**Appendix A:
Partners Consulted for Department of Violence Prevention Community
Engagement Effort**

City of Oakland

- City of Oakland Councilmembers
- City of Oakland Safety and Services Oversight Commission (SSOC)
- Department of Race and Equity
- Human Services Department (various divisions)
- International Pediatrics
- Office of the Mayor
- Oakland Police Department
- Office of Parks, Recreation and Youth Development
- Reimagining Public Safety Advisory Board

Community and Public Partners

- A Safe Place
- AC United Against Trafficking
- Akonadi Foundation
- Alameda County Behavioral Health Care Services
- Alameda County District Attorney's Office
- Alameda County Health Services Highland Hospital
- Alameda County Office of Education
- Alameda County Probation Department
- Alameda County Public Defender's Office
- Alameda County Public Health Department
- Anti-Police Terror Project
- API Legal Outreach
- Asian Health Services
- Asian Pacific Environmental Network
- Asian Pacific Islander Legal Outreach
- Asian Prisoner Support Committee
- Asians 4 Black Lives
- Bright Research Group
- Brotherhood of Elders Network
- California Partnership for Safe Communities
- Ceasefire
- Chinese Community United Methodist Church
- East Bay Asian Local Development Corporation
- Family Bridges Inc.
- Family Justice Center
- Filipino Advocates for Justice
- Love Never Fails

ATTACHMENT B: DVP Community Engagement February 2021- April 2021

- Neighborhood Crime Prevention Council
- New Breath Foundation
- Oakland Chinatown Chamber of Commerce
- Faith In Action
- Oakland Rising
- Oakland Unified School District
- Oakland Vietnamese Chamber of Commerce
- Oakland Youth Advisory Committee
- Prevention Institute
- Shalom Bayit
- The Village, Young Oakland
- Trybe Inc.
- Urban Strategies Council
- Vietnamese Chamber of Commerce
- Violence Prevention Coalition, Family Support Advocates
- Whole Story

Department of Violence Prevention Provider Focus Groups

- Adult Life Coaching and Employment & Education Support Services
- Community Healing
- Gender-Based Violence
- Violence Interruption and Shooting and Homicide Response
- Youth Life Coaching, Diversion, and Employment Education Services and Supports

Expertise from Outside of Oakland

- Advance Peace, Richmond, CA
- Chicago CRED, Chicago, IL
- Cities United
- City of Milwaukee, Health Department Office of Violence Prevention
- City of San Francisco, Department of Children Youth and Families

You're invited to our first anniversary celebration! **We're hiring a City Hall and policing reporter**

CITY HALL & POLICING

Gun violence: The other public health crisis that spiked in Oakland last year

Nearly as many Black people died in Oakland from a bullet in 2020 as from COVID-19.



by **Darwin BondGraham**
April 27, 2021



Oakland police at the scene of a homicide in May 2020. Credit: Darwin BondGraham

An epidemic claimed 84 lives in Oakland last year. Experts and frontline health workers struggled to slow its spread, but the affliction, which increased suddenly in the spring, resulted in a combined total of 495 fatal and non-fatal

cases before the end of December, a 72% increase over 2019. Stark racial disparities were evident in the list of the deceased and hospitalized.

The crisis we're describing here is an epidemic of gun violence, which reached shocking levels as the city locked down in response to the COVID-19 pandemic, but has received a fraction of the resources and widespread concern.

Last year, 102 people were murdered in Oakland. Of these killings, 84 were committed with a firearm. It was the city's most violent year since 2012, which saw 127 killings, most of those also shootings. COVID-19 wasn't much deadlier; the virus claimed the lives of 145 people by the end of last year, according to the Alameda County Coroner's Bureau.

The toll of gun violence has been felt mostly by Oakland's Black communities. Fifty-four Black Oaklanders lost their lives last year to a gunshot wound, a figure that's strikingly close to the number of Black Oaklanders who died from complications related to COVID-19 last year—58.

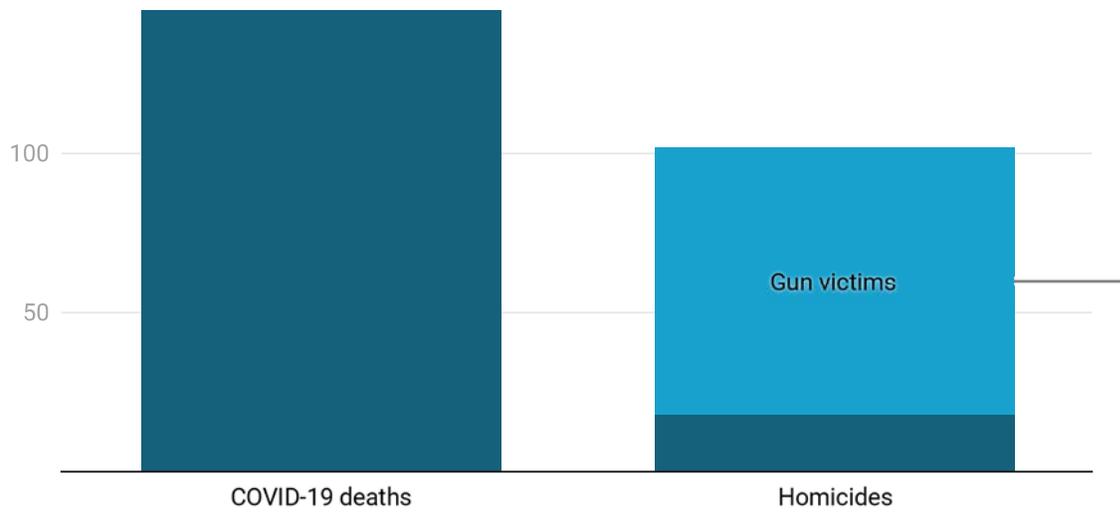
When you factor in age, the risks both of these crises pose in Oakland begin to diverge dramatically. The average age of people whose deaths have been tied to COVID-19 in Oakland was 74. The average age of shooting victims last year was 31-years-old.

And while only one Black person under the age of 50 died from the

coronavirus in Oakland last year, 50 under 50 were shot and killed, including four juveniles.

In a year defined by the COVID crisis, gun deaths and other homicides also claimed the lives of many Oaklanders

In 2020, 145 people died from COVID-19 in Oakland. Over the same year, there were 102 homicides, 84 of which were committed with a gun.



Source: Alameda County Sheriff's Office Coroner's Bureau • [Get the data](#) • Created with [Datawrapper](#)

To combat the viral pandemic, government health agencies and multinational corporations employing thousands of scientists developed new vaccines. Millions of Americans have already been immunized, including over 200,000 Oakland residents. The fatality rate of the pandemic has declined in the U.S., and hospitals everywhere have developed more effective ways to treat COVID-19 patients.

But while the viral pandemic prompted an extraordinary federal, state, and local government response, the gun violence epidemic in Oakland and other large U.S. cities—a long-simmering problem that disproportionately affects young men of color—hasn't triggered a similar emergency effort.

Violence intervention work was interrupted by the pandemic

There are various theories about why gun violence spiked in Oakland during the pandemic.

One widely held view is that Oakland’s main program to intervene in cycles of retaliation was disrupted by the county shelter-in-place order and bureaucratic reshuffling within the city. These challenges came at exactly the same time the pandemic intensified economic stress and trauma.

“The pandemic contributed to anxiety in communities already hit hard by poverty and violence,” Peter Kim, a manager at Oakland’s Department of Violence Prevention, told The Oaklandside. “It exacerbated conditions that were already there. These were communities that couldn’t shelter in place.”

Until last year, Oakland appeared to be successfully stopping gun violence. In 2013, the city launched its [Ceasefire program](#), a coordinated effort to identify the small number of people—just a few hundred in the city of 430,000—who are most likely to shoot someone and be shot. A special team of police focused on these individuals to make arrests and take guns off the street.

The city also invested in non-police strategies through the [Oakland Unite program](#), which sent social workers, life coaches, and first responders to the scenes of shootings and hospitals, making contact with victims and perpetrators, as well as their families and friends, and offering services to prevent retaliation and treat community trauma.

Shootings fell from 557 in 2012 to 284 in 2019. The Ceasefire plan was working, according to a [2019 report](#) by several academics who helped design Oakland’s strategy. A big part of its success was deemed to be the non-police

team of first responders making contact with victims and perpetrators, offering them alternatives.

“They have to be able to trust the person they’re working with,” Kim said about violence prevention clients his team has worked with over the past few years. “That first initial interaction has to be face to face.”

Most in-person meetings were put on pause in March 2020 because of the fear of spreading COVID-19.

“The hospital limited who got in, so we could no longer get inside to see patients,” said Kim. “Funerals were limited in terms of capacity. No more than ten people could go to a gathering.”

The Oakland police also ran up against restrictions. OPD Captain Trevelyan Jones, who has run Ceasefire since last August, noted that one of Oakland’s most frequently used tools has been large, in-person meetings referred to as “call-ins.” At call-ins, a police officer offers people suspected of engaging in gun violence referrals to the kinds of services Kim’s team provides. The police also give people a warning: if they refuse to stop engaging in violence, OPD will do everything it can to arrest them.

“We couldn’t do the call-ins, the direct communication,” said Jones. As a result, the pipeline of referrals to social services and life coaching dried up.

In September, Reverend Damita Davis-Howard, the city's Ceasefire coordinator, [said during a press conference](#) that there were four call-ins in 2019, reaching 47 people at risk of gun violence. Last year, the city still managed to hold four call-ins, but the number of participants dropped to 17.

"We retooled it, reworked it, and started to do some physical distancing, safe PPE call-ins, but they have been intentionally a lot smaller than they were before the pandemic," said Davis-Howard.

Oakland also reorganized its violence prevention work in 2020. The city's [new Department of Violence Prevention](#) absorbed the Oakland Unite program, which coordinated most of the life coaches and other services for Ceasefire. The DVP was also tasked with reducing other forms of violence, like abuse between intimate partners and the commercial sexual exploitation of children. As we [recently explored in-depth](#), the department's expanded mission and a relatively small budget and staffing have led some to question whether it's resourced enough to ensure gun violence remains a top priority.

Last November, two consultants who helped set up and staff Ceasefire told the city's [Public Safety and Services Oversight Commission](#) that life coaching services haven't been prioritized for people most at risk of engaging in gun violence. "We remain concerned that the majority of those currently receiving life coaching support are lower-risk clients from non-Ceasefire referral sources," wrote Reygan Cunningham and Vaughn Crandall of the California Partnership for Safe Communities in their [report](#).

Cunningham and Crandall added that Oakland had done a good job studying every shooting that occurred in the city in prior years, mapping the social networks and conflicts that fuel violent feuds, but that the last analysis had been completed in 2017, making some findings obsolete. “Maintaining an updated analysis of the problem is essential to drive an effective strategy,” they wrote.

Other key information-sharing meetings, like OPD’s weekly shooting reviews, where officers examined recent incidents and planned to prevent the next assault, and the city’s quarterly performance reviews, where the police, DVP, and others are held accountable for outcomes, were either put on hold or made virtual.

Oakland isn’t the only city to see a spike in gun violence

Gun violence is most frequent in cities where [poverty and structural racism](#) are deeply engrained. Coinciding with the pandemic, large and small cities across the country saw [massive upticks in homicides](#). And major cities like New York, New Orleans, and Seattle saw much larger year-over-year homicide increases than Oakland.

Data journalists Rob Arthur and Jeff Asher of The Intercept, a national watchdog reporting outlet, [noted](#) that 2020’s nationwide 21% increase in homicides far exceeded the previous record one-year rise of about 13% in 1968. That was also a time of political tumult. Following the assassination of

Martin Luther King, Jr., there was civil unrest in over 100 cities as protesters railed against white supremacy and police violence. There was also a [pandemic in 1968](#), caused by a strain of influenza that would kill 100,000 Americans. And the late 1960s saw the start of [America's multi-decade "War on Crime,"](#) in which the government made huge investments in police and prisons, while the Great Society's ["War on Poverty" programs](#) were mostly decommissioned. Over the next three decades, violent crime increased, [peaking in the 1990s](#) and then declining over the past 20 years.

Pro-law enforcement groups and [conservative media outlets](#) have argued that the national spike in gun violence this year is a reason not to follow through with calls to reduce police budgets. [Black Lives Matter activists](#) and some progressives counter that America's enormous spending on policing and prisons over the past 40 years hasn't done much to reduce community violence or abuses by police officers themselves, and meant that less money was available for social and economic programs that could treat the root causes of crime.

In Oakland, the spike in gun violence is part of the backdrop for the debate over the next two-year city budget. Mayor Libby Schaaf, who has [opposed](#)

deep cuts to police spending, is expected to issue her budget proposal next month. The City Council will amend the mayor's plan and approve the city's final budget before the end of June. Some **councilmembers have taken the position** that shifting funds from policing to social services, housing, and violence prevention programs will do more to reduce shootings and other forms of violence.

At a gathering of Black church leaders in West Oakland's DeFremery Park last Saturday, Schaaf said homicides are a "health crisis" facing the city. "This violence has been as heartbreaking a pandemic, and it's not new," she told the gathering.

Gun violence has been characterized as an epidemic in Oakland for many years, **deserving of an emergency public health response**. Gunshot wounds have been a **leading cause of death** for young Oaklanders, especially Black and Latino youth, since at least the early 2000s.

Most of Oakland's shooting victims are treated at Highland Hospital. In 2019, 283 gunshot wound patients were given medical aid at Highland. Last year, this increased to 478 victims, a 59% increase, according to data maintained by the Alameda Health System.

About 46% of people shot and killed last year in the city were Oakland residents. The rest were from nearby cities like San Leandro, Hayward, Stockton, Berkeley, and Antioch. Over 90% were men, and over half died as a

result of multiple gunshot wounds.

Despite the existence of just a handful of gun shops in the region, and strict state firearms purchasing laws, guns are readily available in Oakland. Through April 25, OPD [reported](#) recovering 334 firearms, an average of three per day. Homemade [“ghost guns,”](#) manufactured from untraceable parts ordered off the internet, are becoming more popular, too.

The first few months of 2020 had been promising for Oakland. In early March, homicides were down 43% from the same time in 2019, and other crimes like robberies and burglaries were also less frequent. But by mid-April, about one month into the COVID-19 shutdown, the rate of killing was rising. By July, when the 39th homicide victim was counted, the city’s gains had been wiped out. So many people were shot and killed in Oakland last year that it wasn’t until mid-June that the number of COVID-19 fatalities surpassed the number of killings by firearm.

Then there was a [spike in shootings](#) toward the end of June. Oakland residents Gary Nash and Ernesto Herrera [were found dead](#) from gunshot wounds in their cars in separate incidents. On June 28, an [unnamed 60-year-old man](#) was shot and killed on Dimond Avenue. Police didn’t release his name and it also did not appear in the data the coroner’s office provided us. On July 1, Markese Kelley of Stockton was shot in Fruitvale. His family has [petitioned](#) the city to solve his murder. The same day, [Stephon Goodrich](#) was shot near Union Point Park and later died at the hospital. On July 2, police responded to a call of a shooting on 72nd Avenue and found Fremont resident Robert

Coleman deceased. This spree of fatal shootings briefly caused the number of Oakland's firearm deaths to again surpass COVID deaths for several days.

If the current pace of fatal shootings and other murders continues, Oakland could witness a year of violence that hasn't been recorded since 2006, when 145 people were murdered. Even worse, if there's a further uptick in shootings in the summer and fall, Oakland could see a degree of deadly violence that rivals the all-time high of 1992, when 165 people were murdered, mostly by someone using a gun.

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Before joining The Oaklandside as News Editor, Darwin BondGraham worked with The Appeal, where he was an investigative reporter covering police and prosecutorial misconduct. He has reported on gun violence for The Guardian, and was an enterprise reporter for the East Bay Express. BondGraham's work has also appeared with KQED, ProPublica and other leading national and local outlets. He holds a doctorate in sociology from UC Santa Barbara and was the co-recipient of the George Polk Award for local reporting in 2017.

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